

**Minutes of the Board of Regents,
Uniformed Services University of the Health Sciences**

**Meeting No. 188
August 5, 2014**

The Board of Regents, Uniformed Services University of the Health Sciences met on August 5, 2014, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Everett R. Alvarez, Jr. Board of Regents Room (D3001), Bethesda, Maryland. The meeting date and agenda items were published in the Federal Register and each Regent was duly notified prior to the meeting. The Board Executive Secretary, Jeffrey L. Longacre, M.D., was present during the meeting along with the Designated Federal Officer (DFO), Mrs. Jennifer K. Nuetzi James. The DFO called the meeting to order at 8:05 a.m. Members and advisors listed below were in attendance:

Board Members

Sheila P. Burke, M.P.A., Member
Otis W. Brawley, M.D., Member
GEN Ronald H. Griffith, USA (Ret), Member
Michael M.E. Johns, M.D., (Acting) Chair
Gail R. Wilensky, Ph.D., Member
Jonathan Woodson, M.D., Assistant Secretary of Defense for Health Affairs
Charles L. Rice, M.D., President, USU
MG Thomas Tempel, DC, USA, Representing the Surgeon General of the U.S. Army
RADM Forrest Faison, MC, USN, Representing the Surgeon General of the U.S. Navy
Brig Gen Gretchen Dunkelberger, USAF, NC, Representing the Surgeon General of the U.S. Air Force
RADM Boris D. Lushniak, USPHS, Acting Surgeon General of the U.S.

Advisors to the Board

Gen Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Brian Reamy, M.D., Representing the Dean, F. Edward Hébert School of Medicine, USU
Ada Sue Hinshaw, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing, USU
Patrick D. Sculley, D.D.S., M.A., Executive Dean, Postgraduate Dental College, USU
Col L. Andrew Huff, USAF, MC, Director, Armed Forces Radiobiology Research Institute, USU
RDML Raquel C. Bono, MC, USN, Commander, Defense Health Agency National Capital Region Medical Directorate
BG Jeffrey B. Clark, MC, USA, Director, Walter Reed National Military Medical Center
Joshua Girton, J.D., Legal Advisor to the Board of Regents, USU

OPENING COMMENTS

In his opening comments, Dr. Johns noted that he is serving as acting Chair for the Board of Regents and welcomed the new representatives attending on behalf of others. The following points were included in Dr. Johns' remarks:

- A copy of the letter that the Board sent to the Under Secretary of Defense is included at Tab 7

- Member renewals and a new member appointment were approved. Senator Charles Robb will be joining the board in October. Dr. Woodson noted the positive trend in responsiveness and action within the FACA office.
- The fall Board of Regents meeting will be in Hershey, Pennsylvania at the Hershey Lodge. Tuesday afternoon, October 14, 2014 will be the meeting of record. Dr. Longacre elaborated on the general schedule and optional activity of the USU Bushmaster field exercise. It was noted that the preparatory sessions will be combined in to Tuesday afternoon.
- The award approval process was addressed and it was noted that the board acts in an advisory capacity. The Board's role is to make recommendations to the university president for action.
- Dr. Johns addressed USU faculty tardiness in the packet submissions to the Board. Dr. Longacre referred to Attachment 1 and the noted due dates adding that deadlines have to be met to comply with FACA regulations.
- It was noted that a closed session will occur later that morning.
- Dr. Johns read a thank you letter addressed to the USU Board Chair from Dean Hinshaw that was submitted the afternoon before the Board meeting and was included for review as a handout. Dr. Johns noted the exquisite leadership by the Graduate School of Nursing Dean.
- Dr. Johns yielded time to Mr. Kaar, USU General Counsel, to provide an ethics refresher. Mr. Kaar referenced Special Government Employees (handout in folder, provided to the Board) and the rules that apply to those employees. It was noted that representation was the key point and that SGE's cannot represent a third party to a government official. Dr. Wilensky sought clarification by asking if members are still prohibited even if there is no cost involved. Mr. Kaar confirmed that it doesn't matter if there is a cost or not. Dr. Brawley asked a question regarding communication with a Congressman. Mr. Kaar asked if the communication would occur on government time and noted that if a trip is arranged specifically to do an extracurricular activity then it would be a problem. Dr. Johns sought further clarification regarding paid Board time. Mr. Kaar stated that once the meeting is adjourned then members are off the clock.

MATTERS OF GENERAL CONSENT

Dr. Johns presented the matters of general consent listed below.

- The board meeting calendars on Tab 5
- Minutes of the May 16, 2014, meeting. Dr. Johns recused himself from voting on the May meeting minutes due to his absence at that meeting.
 - Advanced electronic approval of the May 16, 2014 meeting minutes was received from Drs. Blanck, Debas and Moritsugu.

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the matters of general consent as presented. Dr. Johns noted that Dr. Blanck will sign the May meeting minutes.

PRESIDENT'S REPORT

Dr. Rice noted the upcoming retirement of Dr. Hinshaw and the presentation of the University Medal and the Order of Military Medical Merit. The points below summarize the additional items discussed by Dr. Rice.

- Dr. Bibb will be moving to Wichita State University to serve as the Dean of the College of Health Professions.
- The Enlisted to Medical Doctor Preparatory Program continues to gain momentum with both Air Force and Army students already selected. Dr. Rice noted that he was looking forward to the Navy's participation next year. He noted CSM (Ret) Althea Green Dixon has taken the lead on this project. Dr. Reamy noted the outstanding quality of the candidates. Dr. Wilensky asked for the educational background of the candidates. Dr. Rice stated the candidates have bachelor's degrees in fields other than the sciences. An agreement with George Mason University allows the students to complete their remaining preparatory (hard science) requirements. Students are typically in a remote location as active duty Service members and have completed degrees online. Dr. Rice stated this program will be ideally suited to prepare these selected students, who already possess the drive and intellect, to succeed. A slightly higher failure rate is to be expected which would ensure the net was cast wide enough to get all potential candidates. Dr. Reamy noted the medical college admissions test changes that are coming in 2015 and this program might better prepare students. Dr. Wilensky enthusiastically agreed and voiced her support for the program. Dr. Rice expressed thanks to the Services for making this initiative happen. GEN Griffith asked about the minority composition of this group. Dr. Reamy noted 6 of the 10 are underrepresented minorities. GEN Morgan asked about the students' relationship with USU and mentoring for the students. Dr. Rice noted that each student will have a mentor and the mentor will potentially be a prior enlisted individual. Col Kevin Glasz noted that the students are assigned to the brigade and Dr. Rice noted that the students will need to continue to meet military requirements. Dr. Longacre mentioned that George Mason is embracing this program and they are also providing academic mentors. The students will have support here at USU and at George Mason. Dr. Reamy reiterated the close involvement between the pre-med advisor at George Mason and the USU Assistant Dean for Admissions. Dr. Rice shared that a request for proposal (RFP) was advertised and the George Mason proposal was deemed the strongest. The other RFP submissions were also solid but George Mason received the contract.
- An update was provided on the electronic Registrar system and USU IT involvement. The system should be operating by fall and have full capability in 12-15 months. A progress report will be provided to Middle States Commission on Higher Education in September.
- The Naval Academy asked for USU clinical support on I-day (Indoctrination Day). Although the logistics didn't work out this year, there are plans and interest to provide support in the future.
- Dr. Rice noted Dr. Woodson's establishment of the Innovation Cell at USU and the spectrum of activities it will encompass. Dr. Rice noted that a 100% success rate will be a challenge.

- The Consortium of Universities of the Washington Metropolitan Area was described and noted to include many local institutions as members. USU is exploring a membership which would allow the students of the member universities to enroll in classes at the other member institutions for academic credit. There would be a notable benefit especially for USU PhD students.
- Dr. Rice mentioned the FTE Cap that will be a challenge for a number of years and over the next few years the FTE cap ceiling will drop, which will continue to be an increasing challenge.
- A command climate survey will take place in late summer, early fall.

BOARD ACTIONS

Degree Granting - Graduate Education

Dr. Mueller presented for certification six candidates to receive the graduate degree of Doctor of Philosophy (two candidates in the Emerging and Infectious Diseases Graduate Program, two candidates in the Medical and Clinical Psychology Graduate Program, one candidate in the Molecular and Cell Biology Graduate Program and one candidate in the Preventive Medicine and Biometrics Graduate Program). Dr. Mueller noted the error in listing Ms. Genevieve Sullivan's degree as Medical and Clinical Psychology Graduate Program, rather than Molecular and Cell Biology.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Mueller and recommended that the president confer the degrees as stated upon each of the six candidates.

Dr. Rice noted the military relevance of each of the graduate education degree candidates' research.

Faculty Appointments and Promotions – School of Medicine

Dr. Reamy presented the recommendations made by the School of Medicine Committee on Appointments, Promotion and Tenure at a meeting held on June 27, 2014. Thirty-three individuals were recommended for faculty appointments or promotion. Dr. Reamy noted the amount of national faculty who teach USU students across the country. Dr. Reamy also noted three additional faculty recommendations that are included as a handout. These three additions are surgeons that were duly promoted but their information was inadvertently delayed in administrative processing.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Reamy and recommended that the president implement the actions.

Dr. Rice noted the great strides that have been made in the appointment and promotion process by Drs. Reamy and Sculley.

Faculty Appointments and Promotions – Postgraduate Dental College

Dean Sculley presented the recommendations made by the Postgraduate Dental College Committee on Appointments, Promotion and Tenure at a meeting held on July 7, 2014. Two individuals were recommended for faculty appointments or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dean Sculley . and recommended that the president implement the actions.

Awards and Honors

Dean Sculley presented the recommendation by the Names and Honors Committee for Colonel George Barber to receive the Exceptional Service Award for his three years of distinguished service to the University as the Program Director for the Advanced Education in General Dentistry-2 Program at Ft. Bragg, NC.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dean Sculley and recommended that the president implement the actions.

ACADEMICS PREPARATORY SESSION

A review of the Academics Preparatory session was provided by Dr. Johns. The following points were included in Dr. Johns' discussion:

- The report of the School of Medicine (SOM) notes important accomplishments including the increase of underrepresented minorities to 10.5% from 2% last year, a significant change. The LCME peer review of teaching programs was put in place. There was an extensive review of the appointment and promotion guidelines, most significantly the extension of tenure from six years to nine years. There will be reviews and guidance every three years.
- Dr. Rice asked for elaboration on the class statistics.
 - Dr. Reamy noted the increase to 10.5% of underrepresented minority students.
 - First generation college students are 19% of the class.
 - Prior enlisted students are 10% of the class.
 - Service academy enrollees are 14% of the class.
 - These groups of students above have been an initiative for the school and the increasing numbers speak to the success in reaching these students. Dr. Reamy noted that the outreach to students occurred through a variety of methods and even after they have been accepted. Dr. Wilensky asked about which outreach strategies have worked the best. Dr. Reamy noted that there have been a variety of strategies implemented and Dr. Saguil has published a paper on these strategies. Dr. Saguil and Dr. Kellermann electronically published a paper about the first generation college students noting most go through community college.
- The Graduate Education Office has had some office changes to include Dr. Greg Mueller assuming the duties as Acting Dean for Graduate Education. Dr. Mueller addressed the issue of stipend support and he reviewed the strong collaboration between the School of Medicine, The Henry M. Jackson Foundation and the Graduate Education Office. Dr. Mueller also noted the challenges of the DoD restrictions on international applicants, restricting students to only those with a bachelor's degree from an accredited program in the U.S. or Canada.
- The Graduate School of Nursing (GSN) reported that Dr. Marguerite Littleton-Kearney will serve as Acting Dean of the Graduate School of Nursing, when Dean Hinshaw steps down. The Health Resource and Services Administration (HRSA) initiative was

reviewed. Dr. Penny Pierce will be the director of the HRSA collaboration. A summary of Dean Hinshaw's visit with congressional staff and the Federal Nursing Service Counsel was reviewed. The GSN inter-professional initiatives with the SOM and Postgraduate Dental College (PDC) were reviewed.

- Dr. Sculley's report for the PDC recapped the five dental college graduations. It was noted that the new dental program at Fort Gordon had matriculants on July 1. Representatives from the Tri-Service Center for Oral Health Studies are working with the military populations at Fort Bragg and Lackland on a pilot study. Inter-professional assistance is being received from the GSN to create an enhanced research environment. Dr. Sculley reviewed the San Antonio Uniformed Services Health Education Consortium initiative to potentially partner with USU in graduate medical education. The Military Training Network had an annual meeting in San Antonio. Dr. Sculley provided a Medical Education and Training Campus update pointing out that the charter is out for signature.
- Dr. Auster's report for the Faculty Senate noted the travel restrictions currently in place and while funds are available they cannot be used. Dr. Woodson noted that over the last couple of years with sequestration, things were complicated and now there is work to push the travel approval process to the correct level and separate conference issues. Dr. Woodson is hopeful for a resolution in the near future. Dr. Auster noted that increasing involvement of faculty in the University processes has been a positive development. Dr. Johns noted the comparability report at the end of the Faculty Senate report.
- The Vice President for Research report noted the indirect cost and under recovery challenge. The ability to accept external foundation awards has become a challenge and faculty are pressured to find funding through other sources. The indirect costs paid by grants can sometimes be zero and there is no immediate solution. There is no ability at USU to absorb the indirect costs as might be the case at a civilian institution. Another effort to streamline the grant submission process was noted. Dr. Rice pointed out the interest of the National Heart Lung and Blood Institute in creating a collaboration with USU, similar to the current collaboration of the National Institute of Allergy and Infectious Disease and the USU Center for Neuroscience and Regenerative Medicine. Dr. Rice and the Director, National Institute of Minority Health and Health Disparities are meeting with Dr. Woodson to discuss a health disparities initiative. Dr. Woodson noted that the vision for moving the MHS forward involves a new focus and they are interested in setting up a cell of folks that can serve a purpose within the MHS to create a synergy that would be beneficial to assist with modernization efforts. Dr. Johns noted the importance of health data and current efforts in academia to use this data. Dr. Woodson noted that with the enhanced multi-service market and integrated healthcare system, the need to be competitive. RADM Faison noted that there is an extraordinary amount of data on MHS patients and they are trying to build computing power and data analysis power. The super computers are being investigated to research risk factors and they are also looking at increasing transparency for increased clinical trials. A large investment in the IT infrastructure will be needed. Dr. Rice noted the MPH grad students that are looking for projects and the University has statutory authority to contract with a non-profit. Dr. Wilensky noted the access to data will be critical and the help to the military will be tremendous. Ms. Burke noted that the information could bring in some revenue if there is authority to charge for that information. Dr. Woodson noted the increased

relationship with health leaders. This is an area (information/analytics) where the MHS can lead the nation. This is a two-sided effort, academics to improve healthcare and moving those findings in to practice. Dr. Woodson noted his early efforts to do studies and put them in to action.

FINANCE AND ADMINISTRATION PREPARATORY SESSION

Dr. Brawley provided a summary of the reports reviewed during the Finance and Administration Preparatory session.

- Mr. Rice was unable to attend and Ms. Arta Mahboubi attended as his representative. Bridge funding for the Enlisted to Medical Degree Preparatory Program was noted. The loss of FTE's as mentioned earlier by Dr. Rice, will be a tremendous strain. Financially, the school is meeting its core missions, but the current pace is not sustainable. The good condition of the physical infrastructure was reviewed; these items tend to be ignored when money is tight so the school should be commended.
- The Brigade report noted a climate assessment that will soon be coming out and they also noted that the replacement for the open Marine Corps vacancy will be filled soon. The major concern is that there will be a loss of personnel at the military ranks of O-3 and O-4 levels. The Brigade also provided updates on the University strategic framework. Col Glasz has been working on a professional development series with amazing speakers. There has been significant discussion regarding officer training and the senior enlisted staff at the University that help with customs and courtesies. There is a need to ensure that officers complete the proper training.
- Mr. Kaar noted the challenges of low staff in the OGC office but they are finally reaching full staff with a deputy general counsel joining the staff.

GEN Griffith commented that if one ignores infrastructure a significant backlog will result. It's easy to divert money to training but the university is doing a great job.

Dr. Woodson commented that it is essential to maintain excellence in officership for both the University and the MHS.

Dr. Brawley noted that about 30-40 students per year miss training for a variety of administrative reasons. It was noted that the corps here at the University surrounds and advises these individuals and helps them to succeed.

BREAK OCCURRED from 9:34am – 9:50am

USU INSPECTOR GENERAL'S REPORT

Mr. Henske noted that this is a status update on the Inspector General (IG) office. Mr. Henske noted the draft policy which was devised from the DoD and the Surgeon General offices using the applicable academic information. The reporting chain and office functions were reviewed. For inquiries, comments, et cetera, the Ethics Point (hotline) is used, which offers complete anonymity. When a breach is reported it goes directly to the USU IG office and then Dr. Rice. Within 10 days a response is provided to the person. Since the program began, five years ago, there have been 213 inquiries (mostly environmental). The next office focus is the whistleblower protection program. The USU IG office maintains all coordination for external agencies and for the Surgeon General IG offices. This office is also the focal point for the GAO.

Dr. Rice expressed thanks to GEN Griffith for his recommendation to have the office and to Mr. Henske for taking this tasker. Dr. Rice noted he was pleased with the functioning of the office. GEN Griffith noted the importance of the office and asked how individuals would know about the office. Dr. Rice noted that he includes information during his meet and greet session for new staff and it is mentioned in the President's Open Door policy. Ms. Burke asked what happens if the issue is the president. Mr. Henske said that nothing prohibits the IG (including one focused on the president) from beginning an investigation. Mr. Henske would have to send that sort of investigation if it were to ever occur to the next level.

MATRICULATION AND DECLINATION RATES

Dr. Reamy presented the matriculation and declination information due to a previous Board request. He noted a 61% student acceptance rate and on the second page he noted comparative numbers and was interested in comments from the Board. He also noted that schools with most rejections of acceptance would rank high on the *U.S. News & World Report*. Dr. Wilensky noted that students have self-selection and that high acceptance rates might be because of limited options available. Dr. Reamy noted that USU is very comfortable with our acceptance rate. Dr. Johns noted that it can also be tracked if there are dual acceptances and where the student ultimately goes. Rates give a sense of the pool with which one competes. Dr. Reamy pointed out that USU acceptances are offered contingent on passing medical qualifications. RADM Lushniak asked how much information regarding medical stipulations are provided in advance. Dr. Reamy said that for applicants invited to interview, those requirements are described in detail on that day they are here.

FACULTY APPOINTMENT CVs

Dr. Reamy noted that the second item for him to discuss was the faculty dissatisfaction in having to present the Board with an abbreviated CV. Faculty are busy and we ask them to submit a two-page CV for the Board. The two-page CV was meant as a quick summary for the use of the Board. Dr. Reamy and Dr. Sculley are looking to eliminate that two-page CV. Dr. Brawley notes that faculty have to maintain a two-page abbreviated (NIH) CV. Dr. Reamy notes that the NIH one would be acceptable and when previously brought to the Board it seemed that no one looks at the CV's. Dr. Brawley mentioned that maybe the Board would accept an NIH CV. Dr. Johns noted that the Board role is governance and not management. The appointment and promotion process is already in place and the Board responsibility is to assure that the approved process is followed. Dr. Johns noted that often a person who does not have expertise looking at the CV cannot adequately review the CV and judge the quality of the science or research. His view of the Board's primary role is to make sure the appointment and promotion process is clear and in place and is followed. It was noted that some faculty don't do the NIH resume. Ms. Burke noted that the Board trusts the process and that anyone on faculty has to do this, i.e., when giving a speech there are similar requirements. Dr. Wilensky agreed with Ms. Burke and noted that the Board is providing oversight. Dr. Wilensky noted that the Board's role is to make sure that processes are in place to provide good outcomes. Dr. Johns noted, if the faculty are going to post CVs, then maybe the Board could easily access them or they could be scanned to members. Dr. Wilensky likes the ability to have a quick read of the person coming on as faculty. Dr. Sculley mentioned that there is a time element involved to get the book ready and then have it presented to the Board. Dr. Wilensky noted that the process needs to be revised if it is taking too long. Dr. Johns asks if there is a way to post the full CV on a secure web site so the

Board could access. There should also be training for the faculty on how to write a good resume. The Board will want to read the resume of a new individual and not see their full CV. Dr. Brawley referred to maintaining an NIH CV and the benefits. Dr. Rice would like to put together a small working group and try to streamline the process, and put up a secure website and at the October meeting he will come back to the board with suggestions to both streamline the process for the Board and streamline the process for the faculty. The Board agreed with Dr. Rice's plan.

NATIONAL CAPITAL REGION (NCR) UPDATE

RDML Bono noted the 5-year business plan and three initiatives. The estimated 5-year net savings represents half of all the anticipated savings. There are six enhanced multi-service markets in the MHS and each region represents 50% of costs of the MHS indirect system. There are over 450,000 eligible beneficiaries in the NCR. The NCR has an opportunity for savings that none of the other markets have. There is hope to increase the enrollment over the 5-year period. Pre and post BRAC, half of the eligible enrollees are in MTFs. It was noted that Johns Hopkins only enrolls 7% of the eligible population in the area. In addition, Hopkins has a controlled growth (10% cap of previous enrollment). RDML Bono noted that they are partnering with Hopkins to see how they can take care of the patients better. Dr. Wilensky asked for elaboration on the Hopkins cap. RDML Bono noted that is how Hopkins has it written in to their program, that they can only grow at 10% per year. It was noted that 32% of patients pre-BRAC were not enrolled in any MTF and now that number is down to 31% and that is the opportunity for growth. Deferrals were defined as those patient referrals that can't be cared for at the MTF and are deferred to the network. For example, in May, 18% of the patients were going to the network. Ms. Burke asked who the deferral patients are. It was noted that they are most notably orthopedics and general pediatrics. The numbers are based on military providers. Gastroenterology has similar trends. RDML Bono would like to get to a 40% MGMA median. The current state of GME is doing very well and has achieved maximum accreditation. RDML Bono noted that there are no programs on probation yet two programs were cited for concerns. The challenges are access to patients and index cases needed for training. There is an opportunity to get patients not currently in the market and an opportunity to partner with Hopkins. The more important thing is to work to partner within the market. There is compelling leadership of the other MTFs in the market. RDML Bono noted the need to go where the patients are, instead of allowing them to go out to the network or requiring them to go to Walter Reed if it is considerable distance for the patient. Because of the current governance structure, the NCR can now influence decision making versus the previous silo approach. GEN Griffith notes that more physicians are needed where the patients are, to meet the objective. The one team approach is spreading to the entire area. The physical therapy patients were recently addressed as a market, not as an individual MTF. Ms. Burke asked about labeling (Ex. Sibley Hospital is now Hopkins). Is there capacity at the new location where the physicians would go? RDML Bono noted that parameters are monitored frequently. Dr. Johns noted that people will travel for the brand. RDML Bono noted the educational efforts that will continue at print media and they will address their presence in the market. Gen Morgan asked where the AF active duty and retired military go for care. Brig Gen Dunkelberger noted they receive care at Walter Reed. RADM Faison asked about the workload. RDML Bono said any case is an index case. RADM Faison noted that the RRCs are looking at specific case mix and wondered will we get the right workload to support the GME requirements? BG Clark noted that the VA is a key piece and they are also working with the Armed Forces Retirement Home which both provide routine cases.

RADM Faison asked about the competition between residency programs and how do we maintain those cases. RDML Bono noted they are trying to shorten the access route and bring in complex cases from the VA. Dr. Brawley noted that use of robotics now has created young surgeons that don't know how to operate. RDML Bono noted that robotics care has not shown an increased value or advantage. It is an emerging technology and military health has been proud of using emerging technology. Dr. Brawley noted that academic centers are trying to retain older staff and have them intensively train young surgeons. RDML Bono noted that older faculty do stay longer to train young doctors. Dr. Rice noted that RDML Bono and BG Clark are making clinical success and this is vital to the University's educational program. Dr. Rice also noted another access challenge, the perimeter of the facility, which is controlled by Naval Support Activity Bethesda (NSAB). Parking is a particular challenge and NSAB is aware of the challenge.

ADJOURNMENT

There being no further business on the agenda, Dr. Johns asked if there was any further information to be brought forward, then adjourned the open portion of the meeting at 10:56 a.m.

SUBMITTED:



Jeffrey L. Longacre, M.D.
Executive Secretary, Board of Regents

APPROVED:



Michael M.E. Johns, M.D.
(Acting) Chair, Board of Regents

Prepared by: Mrs. Jennifer Nuetzi James, Designated Federal Officer